

# ADVANCED MANAGEMENT

Quarterly Journal

*Society for  
Advancement of Management*

84 William Street  
New York 7, N. Y.

Volume XIII  
1948  
INDEX

December, 1948

Vol. XIII, No. 4

## Contents

## I. Titles

Administration of Management Research, The.....	Evelyn Buckley	51
Appraising Employee Attitudes .....	James W. Redfield	164
Better Place to Work, A .....	William B. Given, Jr.	33
Comment .....	Ordway Tead	1, 49, 97, 145
.....	Charles C. James	146
Developing Powers for Decision in Business Education .....	J. Don Miller, Jr.	29
Discovering and Developing Leadership Abilities in Management Personnel.....	Kenneth H. Shaffer	84
From Tactics to Strategy in Industrial Relations .....	E. Wight Bakke	147
How Collective Genius Contributes to Industrial Progress.....	K. K. Paluer	76
Leadership and Human Relations at the Places Where People Work.....	Thomas G. Spates	98
Management for More Output.....	Paul Mooney	3
Mutual Rating; The Key to Employee Participation.....	Henry W. Shelton	10
Organization and Conduct of the Joint Production Committee <sup>1</sup> .....	E. J. Lever and Francis Goodell	22
Organization Planning; How to Use This Important Tool.....	Joseph M. Trickett	16
Philosophy of Profit-Sharing, A .....	John D. Gordon	73
Preparing a Case for Labor Arbitration <sup>2</sup> .....	Maxwell Copelof	58
Pros and Cons of Profit-Sharing, The .....	Charles C. James	111
Role of Scientific Research in Human Relations, The ..	William A. Hamor	131
S.A.M. Program for Management Research and Development, The .....		143
Statistical Methods in Job Evaluation .....	Paul M. Edwards	158
Top Management View of the Public Service, A <sup>3</sup> .....	Donald C. Stone	103
Transition in Corporate Controls; Exit: The Capitalists; Enter: The Managers .....	Joseph M. Juran	126
Wallace Clark .....	Dr. Harry Arthur Hopf	125
What Makes Successful and Unsuccessful Executives? .....	Burleigh B. Gardner	116
What's Happening in Industrial Health? .....	John F. McMahon	154
Will to Work, The; The Greatest Resource of American Industry .....	Phillips Bradley	65
Worker's View of Job Opportunity, The <sup>4</sup> .....	Lloyd G. Reynolds and Joseph Shister	170

<sup>1</sup>From the book, *Labor-Management Cooperation*.<sup>2</sup>From the book, *Management-Union Arbitration*.<sup>3</sup>From the book, *The Public Service and University Education*.<sup>4</sup>From the book, *Job Horizons*.

D.W.

Engin lrl  
7/2/08

II. Authors

Bakke, E. Wight	<i>From Tactics to Strategy in Industrial Relations</i>	147
Bradley, Phillips	<i>The Will to Work</i>	65
Buckley, Evelyn	<i>The Administration of Management Research</i>	51
Copelof, Maxwell	<i>Preparing a Case for Labor Arbitration</i>	58
Edwards, Paul M.	<i>Statistical Methods in Job Evaluation</i>	158
Gardner, Burleigh B.	<i>What Makes Successful and Unsuccessful Executives?</i>	116
Given, William B., Jr.	<i>A Better Place to Work</i>	33
Goodell, Francis (and E. J. Lever)	<i>Organization and Conduct of the Joint Production Committee</i>	22
Gordon, John D.	<i>A Philosophy of Profit-Sharing</i>	73
Hamor, William A.	<i>The Role of Scientific Research in Human Relations</i>	131
Hopf, Dr. Harry Arthur	<i>Wallace Clark</i>	125
James, Charles C.	<i>The Pros and Cons of Profit Sharing</i>	111
	<i>Comment</i>	146
Juran, Joseph M.	<i>Transition in Corporate Controls</i>	126
Lever, E. J. (and Francis Goodell)	<i>Organization and Conduct of the Joint Production Committee</i>	22
McMahon, John F.	<i>What's Happening in Industrial Health?</i>	154
Miller, J. Don, Jr.	<i>Developing Powers for Decision in Business Education</i>	29
Mooney, Paul	<i>Management for More Output</i>	3
Paluev, K. K.	<i>How Collective Genius Contributes to Industrial Progress</i>	76
Redfield, James W.	<i>Appraising Employee Attitudes</i>	164
Reynolds, Lloyd G. (and Joseph Shister)	<i>The Worker's View of Job Opportunity</i>	170
Shaffer, Kenneth H.	<i>Discovering and Developing Leadership Abilities in Management Personnel</i>	84
Shelton, Henry W.	<i>Mutual Rating</i>	10
Shister, Joseph (and Lloyd G. Reynolds)	<i>The Worker's View of Job Opportunity</i>	170
Spates, Thomas G.	<i>Leadership and Human Relations at the Places Where People Work</i>	98
Stone, Donald C.	<i>A Top Management View of the Public Service</i>	103
Tead, Ordway	<i>Comment 1, 49, 97,</i>	145
Trickett, Joseph M.	<i>Organization Planning</i>	16

**III. Book Reviews**

"Administrative Behavior," by HERBERT A. SIMON .....	Evelyn Buckley	91
"Administrative State, The," by DWIGHT WALDO .....	John M. Gaus	182
"American Individual Enterprise System, The," by THE ECONOMIC PRINCIPLES COMMISSION OF THE N.A.M. ....	N. I. Stone	39
"Applied Job Evaluation," by H. GEDDES STANWAY .....	George E. Dewey	90
"Better Government for a Better City, A," by THE CITIZENS BUDGET COMMISSION .....	John E. Moore	136
"Business Planning and Control," by FLOYD H. ROWLAND .....	Franklin G. Moore	89
"Careers in Personnel Work," by D. M. SMYTHE .....	Evelyn Buckley	139
"Challenge of Industrial Relations, The," by SUMNER H. SLICHTER .....	Edward S. Cowdrick	88
"Comptroller, The; His Functions and Organization," by J. HUGH JACKSON .....	Allen H. Ottman	185
"Corporate Concentration and Public Policy," by HARRY L. PURDY, MARTIN L. LINDAHL AND WILLIAM A. CARTER .....	N. I. Stone	179
"Effective Labor Arbitration," by THOMAS KENNEDY .....	Russell L. Greenman	180
"Forecasting for Profit," by WILSON WRIGHT .....	Billy E. Goetz	178
"Freedom and the Administrative State," by JOSEPH ROSENFARB .....	John M. Gaus	182
"Full Employment in Your Community," by THE W. E. UPJOHN INSTITUTE FOR COMMUNITY RESEARCH .....	Joseph L. Snider	89
"Guarantee of Annual Wages, The," by A. D. H. KAPLAN .....	Joseph J. Senturia	137
"Handbook of Personnel Management," by GEORGE D. HALSEY .....	Paul Pigors	184
"How to Handle Labor Grievances," by JOHN A. LAPP .....	Glenn Gardiner	46
"How to Supervise People in Industry," by DR. ELIOT D. CHAPPLE AND EDMOND F. WRIGHT .....	Glenn Gardiner	141
"Human Relations Casebook for Executives and Supervisors, A," by FRANCES S. DRAKE AND CHARLES A. DRAKE .....	F. Alexander Magoun	140
"Improved Foremanship," by AUREN URIS .....	Glenn Gardiner	140
"Improving Supervision," by FRANK CUSHMAN AND ROBERT W. CUSHMAN .....	George D. Halsey	93
"Increasing Wholesale Drug Salesmen's Effectiveness," by JAMES H. DAVIS .....	Joseph F. Meister	181
"Industrial Health Engineering," by ALLEN D. BRANDT .....	J. C. Sweeten	139
"Industrial Management," by WILLIAM R. SPIEGEL AND RICHARD H. LANSBURGH .....	Ralph C. Davis	40
"Insights Into Labor Issues," by RICHARD A. LESTER AND JOSEPH SHISTER .....	Thomas Kennedy	178
"Labor-Management Cooperation," by E. J. LEVER AND FRANCIS GOODSELL .....	Joseph N. Scanlon	94
"Labor Relations and Human Relations," by BENJAMIN M. SELEKMAN .....	Helen Baker	44
"Labor Unions in Action," by JACK BARBASH .....	Florence Peterson	183
"Mechanization Takes Command," by SIEGFRIED GIEDION .....	Harold E. Kubly	186
"Patterns of Union-Management Relations," by FREDERICK H. HARBISON AND ROBERT DUBIN .....	Helen Baker	96
"Personnel Management," by MICHAEL J. JUCIUS .....	John F. Mee	43
"Practical Job Evaluation," by PHILIP W. JONES .....	Eugene J. Bengé	138
"Preparation of Company Annual Reports," by ERNEST DALE .....	Verne Burnett	42
"Principles of Personnel Testing," by C. H. LAWSHE, JR. ....	George D. Halsey	136
"Quality Control," by NORBERT L. ENRICK .....	Joseph M. Juran	181
"Quality Control in Industry," by JOHN G. RUTHERFORD .....	Joseph M. Juran	181
"Quality Control Methods," by CLIFFORD W. KENNEDY .....	Joseph M. Juran	181
"Resolving Social Conflicts," by KURT LEWIN .....	Neil W. Chamberlain	187
"Scientific Management," by FREDERICK W. TAYLOR .....	Morris L. Cooke	38
"Standard Costs for Manufacturing," by STANLEY B. HENRICI .....	Charles Reitell	41
"Union-Management Cooperation; Experience in the Clothing Industry," by KURT BRAUN .....	Mark Starr	92
"Why Men Work," by ALEXANDER R. HERON .....	Neil W. Chamberlain	135



1  
2  
  
9  
0  
6  
9  
9  
8  
5  
  
9  
0  
8  
2  
  
9  
7  
4  
6  
  
1  
  
0  
0  
3  
1  
9  
0  
8  
4  
4  
3  
6  
6  
3  
8  
2  
6  
1  
1  
1  
7  
8  
1  
2  
5